

WASTE MANAGEMENT REPORT TO
THE CITY OF KIRKLAND
2011

Partnering to
achieve world-class
sustainability goals.



THINK GREEN.®

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Letter from Mary Evans, Area Director – Public Sector Services

Hello!

It has been a pleasure and a privilege to work with our municipal partners throughout 2011. What a year! My first year as the Area Director for Public Sector Services flew by. The old adage about time passing more quickly as we age, certainly rings true.

Like you, we have been focused on sustainability – creating, deploying and nurturing community programs aimed at inspiring change for a greener tomorrow. Our real story, and the one that benefits our municipal partners the most, is our transformation. At Waste Management, we don't manage "waste," we manage resources.

Though we have been your partner for a while, you might be surprised to learn:

-  Waste Management is North America's (and the Pacific Northwest's) largest recycler.
-  Our goal is to leave the world a greener place than we found it.
-  We invest more in emerging technologies than any other company in our industry.

We're not the same company we were even a few years ago. It's not about picking up trash and disposing of it. Our charge is clear. We are looking for new and better ways to provide valuable environmental services.

In addition to our technology investments, we're also investing in our Public Sector resources. In 2011, the Pacific Northwest Area welcomed new professional staff members in Strategic Communications, Customer Service and Municipal Community Relations. We look forward to growing this team in 2012. What drives us is a commitment to outstanding service, unparalleled accountability and a sincere desire to help build strong, vibrant communities.

This annual report provides a synopsis of our work in your community, including the materials we collected and processed, our public outreach and education initiatives, and our community activities. We hope you enjoy this year-in-review.

Some of our regional highlights include:

Innovative Programs

- **"Waste Less. Recycle More." Campaigns.** Waste Management's public education and outreach team developed several programs to increase single family recycling, composting participation, and overall waste diversion. The City of Newcastle, for example, increased its diversion by 100 tons, a 22% increase, over the prior year.
- **Efficient Public Space Recycling and Garbage Service: Solar Powered Compactors.** WM installed 46 solar powered trash compactors and 23 recycling units in and around the City of Kirkland's downtown spaces.



- **Breathe Clean, Puget Sound.** Waste Management deployed new CNG (compressed natural gas) vehicles in the City of Renton in 2011. Look for more details in 2012 as we launch new clean air fleets in the Cities of Auburn, Federal Way and Kirkland.

Enhancing Our Community Partnerships

- Waste Management expanded its Public Sector Summer Intern program. In 2011, we welcomed seven very talented, collegiate sustainability ambassadors. They spent their summer in communities throughout the region sharing tips for increasing recycling at home and at work.
- We transitioned almost 10,000 new residential accounts into the City of Kirkland as a result of annexation.
- WM collaborated with the City of Federal Way on a food collection campaign for the Mayor's Day of Concern.
- We worked with 10 diverse Seattle neighborhoods during a six-month grassroots campaign to increase their recycling efforts.
- Waste Management employees in the Pacific Northwest again traded holiday parties for donations to local charities.

Providing Consistent and Accurate Reporting

- Cascadia Consulting Group conducted recycling audits to provide accurate reporting of the recyclables in the waste stream.
- Veteran WM public sector employee Kerry Knight continued to review and enhance our contract reporting and compliance efforts. Look for an expanded department in early 2012.

Gaining Recognition

- Waste Management was named one of Seattle Business magazine's Green 50.
- The Western Washington Clean Air Agency recognized Waste Management for its commitment to clean air with the Alternative Fuels Sustainability Commitment Award in 2011.

I hope this annual report is informative and thought provoking. Our theme for 2012 is **Relentless Accountability**. That's my pledge to you. Let me know how we're doing. Your feedback is essential to our commitment to excellence. Thank you again for the privilege of serving you in 2011. We appreciate your business and look forward to working together in 2012.

Here's to a greener world,

Mary SEVANS

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Waste Management Pacific Northwest 2011 Transformation and Sustainability Update

"Our Opportunities All Arise from the Sustainability Movement."

David Steiner, CEO Waste Management

Our customers in the Puget Sound region want to know that the waste they generate is handled in the smartest ways possible. They want waste solutions that are better for the environment and, at the same time, affordable. Our customers want solutions that focus on reducing, recycling and recovering waste. In short, they want solutions that make good sense from an economic and environmental perspective.

So do we. That's why Waste Management is transforming itself from a waste collection company to a resources management company. In the Puget Sound, we recognize that the best way to build a stronger company is to listen closely to what customers want. As a result, Waste Management is investing time, capital, technology and expertise in developing environmental solutions for a changing world.



Transformation Update

As part of our transformation work we are striving to understand our customers' needs better. Our hard work is paying off. In 2011, we implemented new contracts with several cities throughout the region. We were also selected as the new environmental service provider in a number of cities.

City of Airway Heights
City of Auburn
City of East Wenatchee
City of Kirkland
City of Rock Island
City of Snoqualmie
City of Tukwila

We also made several strategic capital investments in the Pacific Northwest.

Cascade Recycling Center

Last year, Waste Management made significant investments in upgrading its Cascade Recycling Center in Woodinville. The new equipment included an optical sorter, mixed paper screen, paper “magnet” and an in-line drum feeder. To date, the upgrades have resulted in higher capture rates for PET bottles and aluminum. The facility’s throughput has increased too. The optical sorter is especially interesting. Similar to a human eyeball but even more powerful, the optical sorter automatically sorts objects based on visual criteria. The sorter can detect differences in a plastic container’s size, shape, texture and color, greatly enhancing the recyclability of all plastics.



Cascade Recycling Center

Glacier Processing & Recovery Facility

WM purchased Glacier, located in Auburn, in 2010. Glacier’s commercial processing capabilities continued to grow in 2011 with additional investments in a new sort line and other facility upgrades. The new sort line is covered by a hoop structure measuring 100 feet long and 60 feet wide. The line currently processes 40 tons per hour and has 18 sort stations.



Glacier Processing & Recovery Facility

Medical Waste

In 2011, Waste Management made disposing of medical waste easier and more cost effective for the healthcare industry in the Pacific Northwest. We opened a new medical waste processing facility in South Seattle. The facility houses two autoclaves, a new boiler and a tub tipper. The autoclaves are large containers used to sterilize equipment and supplies by subjecting them to high-pressure saturated steam.



Medical Waste Disposal

The SMaRT Center

In late fall, we broke ground in Spokane to build a state-of-the-art single-stream recycling facility called The Spokane Material and Recovery Technology Center (SMaRT). SMaRT will be the centerpiece of a regional strategy aimed at dramatically reducing waste and boosting recycling. The 62,000-square-foot, single-stream facility will allow residents and businesses in eastern Washington and northern Idaho to recycle a broader assortment of materials and residents will no longer need to sort their recyclables.



Spokane SMaRT Center





JMK Fibers



JMK Fibers

In December, Waste Management acquired JMK Fibers, located in Tacoma, allowing Waste Management to dramatically expand its regional recycling services. We are investing significant capital to modernize this plant. It will join the Spokane SMaRT Center as a world-class single-stream processing site.

With these strategic investments, Waste Management is transforming itself.

We are a partner in sustainability for cities and commercial businesses. We mean what we say. We are no longer a waste collection company. Our focus now is on recovering value from the materials we manage.

In April 2011, Waste Management announced a major investment in Agilyx, an Oregon-based company that converts difficult-to-recycle waste plastic into renewable synthetic crude oil. The company's proprietary process turns so-called "hard-to-recycle" plastics – broken rigid plastics and plastics that cannot be recycled – into a high-grade, refinable crude oil using a thermal conversion process. This process recycles the plastics that, up until now, were landfill-bound. It takes about 10 pounds of waste plastic – which would normally be sent to the landfill



Agilyx



– to make one gallon of synthetic crude oil using the Agilyx technology. Refined crude can be used to make hundreds of valuable products, including fuel, chemicals and even new plastics. Waste Management is building its first Agilyx plant in Portland, Oregon; the second plant is targeted for Puget Sound.



S4 Energy Solutions

Waste Management's investment in S4 Energy Solutions LLC, continues to hold promise for scalable commercialization of plasma gasification, using InEnTec's Plasma Enhanced Melter (PEM™) technology. The S4 plant, located in Arlington, Oregon, is already processing waste from commercial and industrial waste streams to produce a range of renewable energy and environmentally beneficial fuels and industrial products, while also generating electricity.



CNG truck



CNG fueling station



Construction of new site

Innovating and Optimizing

Along our path to extracting more value from the waste stream, we have been looking for ways to be more innovative in our operations. In 2011, we broke ground on a new compressed natural gas (CNG) facility at our WM-South Sound hauling district as well as at our newly consolidated WM-North Sound hauling district. In 2011, Waste Management put its 1,000th CNG truck on the road. In the Pacific Northwest, our CNG fleet numbers 150. Look for even more of these clean air vehicles on our routes in 2012.

Sustainability Update

Waste Management announced four aggressive sustainability goals:

- **To increase our renewable energy production from powering 1.1 million homes in 2010, to 2.2 million homes in 2020;**
- **To increase the volume of recyclable materials we process from 8.5 million tons in 2010, to 20 million tons in 2020;**
- **To invest in cleaner technologies improving fleet fuel efficiency by 15 percent and reducing emissions by 15 percent by 2020; and**
- **To protect 25,000 acres of wildlife habitat across North America.**

These goals have important impacts in the Pacific Northwest where Waste Management provides solid waste and recycling services to more than 700,000 customers. We have already achieved our goal of providing wildlife habitat at our landfills, 10 years ahead of schedule. In late 2010, we had completed the Wildlife Habitat Council certification at 100 landfills and succeeded in protecting more than 25,000 acres.

Waste Management believes in a holistic approach to achieving sustainability. This applies to not only the traditional ideas of “being green” but also to economic and social sustainability – all of which directly relate to the goals of city planning and governance.

As we face new and ever-growing environmental, social, and economic issues, it is imperative that our communities build and grow on a solid foundation. That foundation is sustainability planning; planning that is rooted in environmental stewardship, smart economic policies and social engagement.

Our business has never been more relevant to the world we live in. Therefore, in partnership with city and business leaders, we will continue to strive to find new and better ways to provide our customers with valued environmental solutions.

Public Education and Outreach Summary

In 2011 Waste Management continued to make customer education and engagement a top priority. Our public education resources and strategies expanded to provide a variety of ways to promote sustainability and engage customers in waste diversion behaviors.



“What do people think and feel about recycling?”

Participants believe it is a lot of work but it is the right thing to do.



“What are the barriers to recycling?”

Many people are still confused about what can and cannot be recycled.



“What messages motivate people to recycle more?”

More than half of what ends up in the landfill could have been recycled!

Efforts to Increase Participation in Recycling & Composting Programs

Waste Management is committed to providing relevant information to our customers. One of our primary goals is to help residents and businesses achieve the highest level of waste reduction and diversion possible. Serving as a model year for education and outreach efforts, 2011 reflected Waste Management's conscious effort to expand the outlets and methods we use to communicate with customers.

Our outreach and education plan included bus and radio campaigns, a release of a three-part video series geared to the world of social media, upgraded recycling guidelines with information about expanded recycling and compost opportunities, and widespread participation in local community events. The education materials developed, and waste reduction messages employed, reflected local focus group findings and customer feedback.

King and Snohomish County Customer Focus Group Findings

Beginning in January 2011, Waste Management conducted focus groups throughout King and Snohomish Counties. The intent of these focus groups was to understand barriers to participation in recycling and food waste collection programs for single family, multifamily and commercial customers. We tested messaging concepts for motivational impact and assessed our current customer communication methods in terms of content, visuals and delivery systems.

The focus groups identified improvements needed to help communities in King and Snohomish Counties effectively increase recycling diversion and food waste collection while advancing key sustainability initiatives. Across most groups, the results showed participation in recycling and composting would increase if information and education about the programs were more easily accessible.

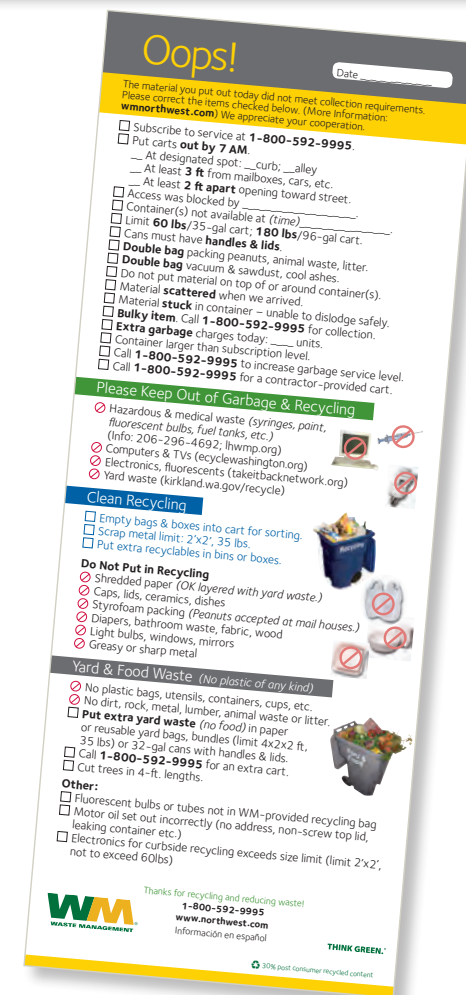
Based on the study, customers want information that is:

- Easy to read
- Indicates what to do and what not to do
- Uses both pictures and large font
- Can be posted for easy reference

Information gained from these focus groups served as the basis for the development of all public education and outreach materials created in 2011.

Yard & Food Waste Collection Marketing Campaign

In collaboration with King and Snohomish Counties, Waste Management implemented a yard and food waste marketing campaign in the spring of 2011. The campaign's goal was to increase overall yard and food waste diversion among two groups: residents who currently have yard and food waste service and residents who have yet to sign up for food and yard waste service.



“Recyclers Know” Campaign

Launched in collaboration with King and Snohomish Counties, our “Recyclers Know” campaign aimed to increase recycling by re-energizing recyclers. The campaign utilized key messages developed through focus groups and emphasized the many lives of recyclable materials.



This campaign was conducted through a variety of media channels:

- **Online Buy:** Waste Management procured one month of Seattle Times online advertising in three sizes for 343,000 impressions. These ads ran throughout April 2011.
- **Transit Buy:** WM placed 21 bus boards in King County and 21 additional bus boards in Snohomish County. The bus advertisements ran for a total of 12 weeks and generated over 11 million impressions throughout the region.

- **Radio Buy:** The radio campaign was targeted to reach people ages 18-64 living in areas of King & Snohomish Counties. Over six weeks, radio spots reached 49 percent of the targeted population an average of 3.4 times.

Public Education and Outreach Activities

Waste Management education and outreach efforts focused on breaking down participation barriers for customers. All materials created and outreach conducted supported the City of Kirkland's goals of providing cost effective and customer-friendly solid waste and recycling collection services, promoting reduction of waste and reuse of recyclable materials, and encouraging recycling to reduce the volume of solid waste the city generates.

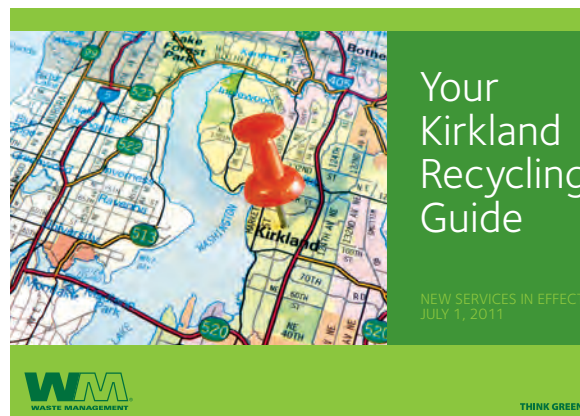
Enhancing Single Family Residential Recycling

All single family residents received the new booklet-style *Kirkland Recycling Guide*. This guide provided detailed information about what can be diverted from

the garbage as recycling and compost, community resources for recycling household batteries, Styrofoam, electronic waste, CFL lamps and bulbs, and information on how to safely dispose of hazardous waste, unwanted medicine and needles/syringes. The City of Kirkland changed their requirements for self-haulers last year; therefore, all residents started receiving curbside collection. In coordination with the City of Kirkland, WM sent a postcard to 850 households to direct them to sign up for services and carts were delivered in October.



In August 2011, a bilingual *Residential Recycling Guidelines* flyer was developed to assist Spanish-speaking customers.





In the fall, all residential customers received a *Winter is on the Way* flyer with their bill. This informational flyer provided instructions about what to do with household waste during and after inclement weather events. Customers were directed to Waste Management's online WeatherBoard website for updates and were provided an 800-number to call for service updates.

A new holiday tree recycling program was implemented at the end of the year, encouraging single family and multifamily residents to set out unflocked trees in the first two weeks of January 2012 for recycling.

Kirkland single family households contributed significantly to the City's overall waste diversion efforts averaging a 68.7% diversion rate for the year.

Increase Multifamily Education & Participation

In partnership with the City, a two-phase strategy was developed in 2011 to assist Kirkland's 545 apartment and condominium properties to increase recycling participation and begin food scrap collection for qualifying locations.

A new booklet-style *Kirkland Recycling Guidelines* was mailed to all apartment and condominium residents and property managers, including those in the annexation area, to help increase awareness about what can be recycled at the property's on-site collection container, and where to take household batteries, Styrofoam, electronic waste, CFL lamps and bulbs, hazardous waste, unwanted medicine and needles/syringes.



In the recycling guidelines, Kirkland's new multifamily food scrap recycling program was rolled out with information about how interested properties can apply.

In 2012, Waste Management will work with City of Kirkland solid waste staff to provide on-site assistance and resources for property managers and residents to increase participation in recycling programs.

Commercial Champions

In 2011, several Kirkland businesses took advantage of on-site assistance to improve and expand recycling including Toyota of Kirkland, Evergreen House and The Heathman Hotel.



The following businesses made great strides in "right-sizing" their collection containers to correspond with the recycling opportunities found in their individual waste streams.

Bob's Heating

- Recycling increased from 20-yard roll off of cardboard only container to 40-yard roll off container of single stream recycling. Garbage decreased from a 40-yard roll off collected twice a week to a 4-yard container collected weekly.

Frederick's Appliance

- Recycling increased from zero participation to a 30-yard roll off collected monthly. Garbage decreased from a 30-yard roll off collected monthly to a 1-yard container collected weekly.

Stoneway Electric

- Recycling increased from zero participation to a 30-yard roll off collected monthly. Garbage decreased from a 30-yard roll off collected monthly to a 1-yard container collected weekly.



Kirkland Value Village Pilot Program

The Kirkland Value Village was selected by their headquarters as a pilot site to assess whether the store's current garbage compactors could be converted into recycling compactors through a partnership with Waste Management's Cascade Recycling Center and Glacier C&D facility. Value Village's management is monitoring the success of the transition to identify similar opportunities for other Value Village sites in the Puget Sound region.

When this pilot program started, the Value Village used a 40-yard compactor and a 40-yard roll off for garbage. Both were collected twice a week. The store was not using any recycling services. Working with WM staff, the store was able to reduce their garbage service to a 40-yard roll off collected once a week by adding recycling services.

Connecting with the Community

In 2011 Waste Management outreach and education staff interns provided hands-on learning opportunities in the community at events, parades and in the classroom at the Cascade Recycling Center.

Community Events & Parades

- Kirkland Chamber of Commerce Greater Kirkland Citizen Corps Cleanup Event
- Kirkland Wednesday Market
- Kirkland Uncorked
- Kirkland Downtown Association 4th of July
- NorKirk Picnic



- Highlands Picnic
- Market Neighborhood Picnic
- Central Houghton Neighborhood Picnic
- Finn Hill Neighborhood Picnic

School Programs and Presentations

- Lake Washington Institute of Technology Culinary Students
- Northlake Preschool

Cascade Recycling Center Tours

- Kirkland SDA School
- Cub Scout Pack #566



Waste Management Recognition and Awards

GAINING RECOGNITION



NATIONAL RECOGNITION

Ethisphere Institute

2011 World's Most Ethical Company

G.I. Jobs

2011 Top 100 Military Friendly Employers

Wildlife Habitat Council

In 2011, WM earns its 100th Wildlife Habitat Council Certification for its commitment to wildlife habitat enhancement, community outreach and conservation education

Technology Marketing Corporation (TMC)

2011 Green Technology Award

This award honors WM for the "green" initiatives taking place throughout our data centers and IT facilities

Newsweek Green Rankings

2011 highest ranked environmental service company

PACIFIC NORTHWEST RECOGNITION

Seattle Business Magazine Green Awards

2011 Green 50

Western Washington Clean Air Agency

2011 Alternative Fuels Sustainability Commitment Award

Complete Year-End Reporting Document

City of Kirkland / Waste Stream Summary Report 2011

TONS COLLECTED	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	12 month TOTAL
RESIDENTIAL WASTE STREAM													
Residential Recycling	379	294	378	317	359	359	610	637	622	597	707	714	5,973
Residential Yard Waste	313	315	550	761	1,010	1,076	1,405	1,090	903	990	1,662	1,299	11,374
Residential Solid Waste	432	367	470	417	478	492	841	925	871	819	916	861	7,889
TOTAL RESIDENTIAL	1,124	976	1,398	1,495	1,847	1,927	2,856	2,652	2,396	2,406	3,285	2,874	25,236
MULTIFAMILY WASTE STREAM													
Multifamily Recycling	143	121	140	126	134	140	158	180	175	176	189	177	1,859
Multifamily Organics/Yard Debris	6	7	9	10	11	10	12	11	9	11	14	11	121
Multifamily Roll Off Solid Waste	78	64	72	72	78	88	72	75	80	75	75	76	905
Multifamily Solid Waste	652	559	693	631	713	601	823	907	875	847	909	846	9,056
TOTAL MULTIFAMILY	879	751	914	839	936	839	1,065	1,173	1,139	1,109	1,187	1,110	11,941
COMMERCIAL WASTE STREAM													
Commercial Recycling	221	206	220	198	219	144	199	239	237	237	229	242	2,591
Commercial Organics/Yard Debris	24	25	29	29	33	30	30	29	32	29	33	31	354
Commercial CDL *	3	15	8	10	16	36	50	48	48	58	72	92	456
Commercial Roll Off Solid Waste	413	335	396	393	430	417	436	504	459	428	438	403	5,052
Commercial Solid Waste	548	504	576	553	571	648	639	693	645	612	645	632	7,266
TOTAL COMMERCIAL	1,209	1,085	1,229	1,183	1,269	1,275	1,354	1,513	1,421	1,364	1,417	1,400	15,719
MISC ROLL OFF WASTE STREAM													
Roll Off Single Stream, Cardboard, Fiber	6	18	15	15	15	17	11	17	7	12	10	8	149
Roll Off Concrete, Wood, Metal, Commingle	0	0	4	12	12	11	14	19	16	26	4	11	128
Roll Off Yard Waste	0	0	0	0	0	0	0	6	12	8	10	9	44
TOTAL MISC ROLL OFF	6	18	19	27	27	28	24	41	34	46	24	27	322
TOTAL WASTE STREAM	3,218	2,830	3,560	3,544	4,079	4,069	5,299	5,379	4,990	4,925	5,913	5,411	53,218
PARTICIPATION STATISTICS													
Residential Curbside Recycling													
Average Set-Out %	96.1%	96.2%	96.2%	96.3%	95.6%	96.1%	97.1%	97.0%	97.0%	96.1%	97.0%	97.6%	96.1%
Average Lbs. Per Set-Out	16	14	15	14	14	15	15	13	14	14	16	16	15
Residential Yard Waste													
Average Set-Out %	98.1%	98.0%	95.2%	98.1%	98.0%	98.1%	98.8%	98.8%	98.6%	98.8%	98.9%	98.8%	97.5%
Average Lbs. Per Set-Out	15	17	18	33	42	43	34	24	20	23	37	29	25
Residential Solid Waste													
Average Set-Out %	93.7%	95.2%	95.2%	93.8%	93.7%	93.8%	95.5%	95.3%	95.3%	95.1%	95.7%	95.9%	94.3%
Average Lbs. Per SetOut	19	17	18	18	19	19	21	20	20	19	20	19	18
WASTE STREAM DIVERSIONS													
Residential Waste Stream													
From Curbside Recycling	33.7%	30.2%	27.0%	21.2%	19.5%	18.6%	21.4%	24.0%	26.0%	24.8%	21.6%	24.8%	23.7%
From Yard Waste	27.8%	32.2%	39.4%	50.9%	54.7%	55.8%	49.2%	41.1%	37.7%	41.1%	50.5%	45.2%	45.1%
TOTAL RESIDENTIAL	61.6%	62.4%	66.4%	72.1%	74.1%	74.5%	70.6%	65.1%	63.6%	66.0%	72.1%	70.0%	68.7%
Multifamily Waste Stream													
From Multifamily Recycling	16.3%	16.1%	15.3%	15.0%	14.3%	16.7%	14.9%	15.3%	15.3%	15.8%	15.5%	15.9%	15.6%
From Multifamily Organics/Yard Debris	0.7%	0.9%	0.9%	1.2%	1.2%	1.2%	1.1%	0.9%	0.8%	1.0%	1.2%	1.0%	1.0%
TOTAL MULTIFAMILY	17.0%	17.0%	16.3%	16.2%	15.5%	18.0%	16.0%	16.3%	16.1%	16.8%	16.7%	16.9%	16.6%
Commercial Waste Stream													
From Commercial Recycling	18.7%	20.3%	19.1%	18.6%	18.4%	13.2%	16.2%	17.7%	17.9%	19.5%	16.9%	18.3%	17.9%
From Commercial Organics/Yard Debris	2.0%	2.3%	2.3%	2.4%	3.2%	2.3%	2.2%	2.2%	3.0%	2.6%	3.0%	2.8%	2.5%
TOTAL COMMERCIAL	20.6%	22.5%	21.4%	21.1%	21.6%	15.5%	18.4%	19.9%	20.8%	22.2%	19.9%	21.0%	20.4%
TOTAL DIVERSION	33.9%	34.8%	37.8%	41.4%	44.0%	43.9%	46.0%	41.4%	40.3%	42.4%	48.1%	46.2%	42.5%
Number of Bulky Items Collected							154	118	99	100	70	68	609

*Construction, demolition, and land clearing recyclable materials.



City of Kirkland / Cascade Recycling Center Composition 2011**

Month	Jan		Feb		Mar		Apr		May		June		July		Aug		Sept		Oct		Nov		Dec		TOTAL TONS
Tonnage	743		621		738		641		712		643		967		1,056		1,034		1,010		1,125		1,133		
	Tons	Percentage	Tons	Percentage	Tons	Percentage	Tons	Percentage	Tons	Percentage	Tons	Percentage	Tons	Percentage	Tons	Percentage	Tons	Percentage	Tons	Percentage	Tons	Percentage	Tons	Percentage	
Newspaper	259	34.9%	208	33.4%	242	32.8%	215	33.5%	242	34.0%	225	35.0%	322	33.3%	351	33.3%	349	33.8%	348	34.4%	446	39.7%	443	39.1%	3651
Mix Paper	167	22.4%	146	23.5%	175	23.7%	145	22.7%	164	23.0%	132	20.6%	217	22.4%	215	20.3%	200	19.3%	196	19.4%	171	15.2%	189	16.7%	2,115
OCC	154	20.7%	131	21.2%	149	20.2%	133	20.8%	150	21.0%	138	21.4%	202	20.9%	230	21.8%	235	22.7%	210	20.8%	231	20.5%	223	19.7%	2,185
Aluminum	6	0.8%	4	0.7%	6	0.8%	5	0.8%	6	0.8%	7	1.0%	9	0.9%	9	0.9%	9	0.9%	7	0.7%	8	0.7%	8	0.7%	83
Glass	100	13.5%	84	13.5%	107	14.5%	89	13.9%	93	13.1%	90	13.9%	137	14.1%	161	15.3%	158	15.3%	153	15.2%	170	15.1%	175	15.4%	1,518
PET	4	0.5%	4	0.6%	4	0.6%	4	0.7%	5	0.6%	4	0.7%	6	0.6%	8	0.8%	8	0.7%	12	1.2%	13	1.2%	13	1.1%	85
HDPE Natl	2	0.3%	2	0.3%	2	0.3%	2	0.3%	2	0.2%	1	0.2%	2	0.2%	3	0.3%	3	0.3%	3	0.3%	3	0.3%	3	0.2%	27
HDPE Col	3	0.4%	3	0.4%	3	0.4%	3	0.4%	3	0.4%	3	0.4%	4	0.4%	5	0.4%	5	0.5%	4	0.4%	5	0.5%	5	0.5%	46
#3 - 7	6	0.7%	4	0.7%	6	0.9%	6	0.9%	7	0.9%	6	1.0%	11	1.2%	11	1.0%	10	1.0%	9	0.8%	10	0.9%	9	0.8%	94
Plastic Film	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	10
Tin Cans	11	1.5%	8	1.4%	12	1.6%	10	1.5%	10	1.4%	8	1.3%	12	1.2%	11	1.0%	11	1.1%	13	1.3%	15	1.3%	15	1.3%	135
Residue	31	4.2%	27	4.3%	31	4.2%	28	4.4%	31	4.3%	29	4.5%	44	4.5%	51	4.8%	46	4.4%	55	5.4%	52	4.6%	51	4.5%	474
TOTAL	743	100%	621	100%	738	100%	641	100%	712	100%	643	100%	967	100%	1,056	100%	1,034	100%	1,010	100%	1,125	100%	1,133	100%	10,423

**The Cascade Recycling Center Composition reflects the breakdown of all recyclables brought to the Cascade Recycling Center. This percentage is applied to tons collected in the City of Kirkland.

City of Kirkland / Cascadia Consulting Quarterly Test Sorts 2011***

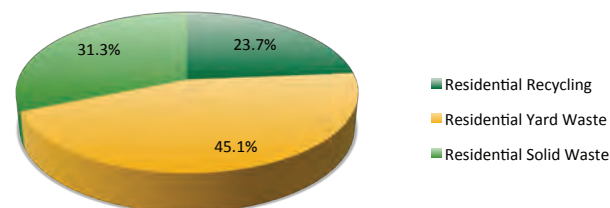
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Commercial Composition				Multifamily Composition				Residential Composition				Combined Composition			
Newspaper	7.8%	7.4%	6.9%	6.7%	17.9%	15.9%	15.8%	14.6%	11.5%	12.9%	11.5%	10.4%	11.6%	11.8%	11.1%	10.2%
Cardboard/Kraft	42.9%	44.8%	42.9%	41.9%	23.8%	21.3%	20.7%	18.3%	29.4%	26.7%	25.1%	24.2%	32.5%	31.2%	30.8%	27.9%
High Grade Paper	10.0%	9.3%	12.2%	11.8%	11.4%	9.4%	9.2%	7.9%	1.0%	0.9%	0.9%	1.9%	5.8%	5.1%	8.2%	5.7%
Low Grade Paper	17.7%	18.1%	18.4%	19.3%	22.6%	23.5%	23.6%	22.5%	25.5%	25.0%	23.4%	26.5%	22.5%	22.6%	21.4%	23.8%
#1 PETE	0.5%	0.6%	0.8%	0.9%	2.3%	2.5%	2.5%	2.5%	2.7%	3.5%	3.3%	3.0%	2.0%	2.4%	2.0%	2.3%
#2 HDPE	1.1%	1.0%	0.9%	1.1%	1.5%	1.4%	1.5%	1.4%	2.0%	2.1%	2.1%	2.0%	1.6%	1.6%	1.4%	1.6%
#3 - #7 Mixed	0.1%	0.1%	0.1%	0.1%	0.2%	0.2%	0.3%	0.3%	0.7%	0.8%	0.9%	0.8%	0.4%	0.5%	0.4%	0.5%
Clean Film	0.4%	0.4%	0.4%	0.4%	0.3%	0.3%	0.3%	0.3%	0.5%	0.5%	0.5%	0.4%	0.4%	0.4%	0.4%	0.4%
Glass Bottles/Containers	3.4%	3.2%	3.0%	3.1%	11.8%	11.6%	12.0%	18.3%	17.5%	16.4%	14.9%	14.4%	12.0%	11.4%	9.2%	12.0%
Aluminum Cans	0.2%	0.2%	0.2%	0.3%	1.0%	1.3%	1.3%	1.2%	1.5%	1.5%	1.3%	1.2%	1.0%	1.0%	0.9%	1.0%
Tin Cans	0.1%	0.1%	0.2%	0.2%	1.0%	1.2%	1.1%	1.2%	1.8%	1.8%	1.6%	1.4%	1.1%	1.2%	0.9%	1.1%
Scrap Metal	1.0%	0.9%	0.8%	0.8%	0.3%	0.4%	0.4%	0.4%	0.2%	1.6%	1.4%	1.2%	0.5%	1.1%	0.8%	0.9%
Contaminants/Other	14.8%	14.0%	13.3%	13.5%	5.91%	11.05%	11.3%	11.0%	5.7%	6.5%	13.2%	12.6%	8.5%	9.7%	12.6%	12.5%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

***The Cascadia Consulting Quarterly Test Sort breakdown reflects the composition audits conducted by the Cascadia Consulting Group. These sorts are conducted separately for the City of Kirkland's report. These audits only measure the commodities currently accepted in your recycling program. The "Contaminant" tonnage listed represents nonconforming recyclables and residuals. Nonconforming recyclables are materials which, while not formally included in your current program, were (1) found in the single stream recyclables and (2) may be recycled by Waste Management.

RESIDENTIAL WASTE STREAM

Residential Recycling	5,973
Residential Yard Waste	11,374
Residential Solid Waste	7,889
TOTAL RESIDENTIAL	25,236

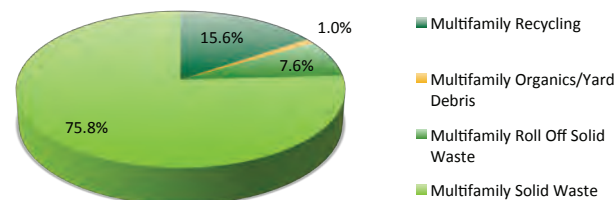
Residential Waste Stream



MULTIFAMILY WASTE STREAM

Multifamily Recycling	1,859
Multifamily Organics/Yard Debris	121
Multifamily Roll Off Solid Waste	905
Multifamily Solid Waste	9,056
TOTAL MULTIFAMILY	11,941

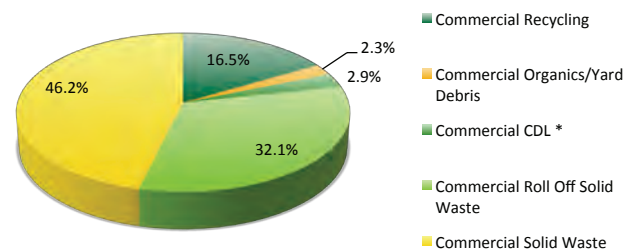
Multifamily Waste Stream



COMMERCIAL WASTE STREAM

Commercial Recycling	2,591
Commercial Organics/Yard Debris	354
Commercial CDL *	456
Commercial Roll Off Solid Waste	5,052
Commercial Solid Waste	7,266
TOTAL COMMERCIAL	15,719

Commercial Waste Stream

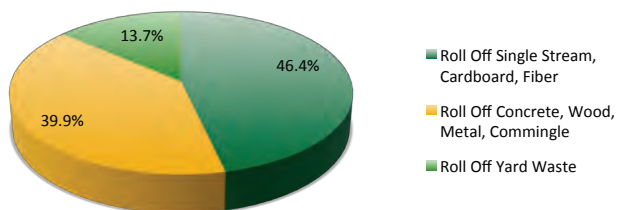


*Construction, demolition, and land clearing recyclable materials.

MISC ROLL OFF WASTE STREAM

Roll Off Single Stream, Cardboard, Fiber	149
Roll Off Concrete, Wood, Metal, Commingle	128
Roll Off Yard Waste	44
TOTAL MISC ROLL OFF	322

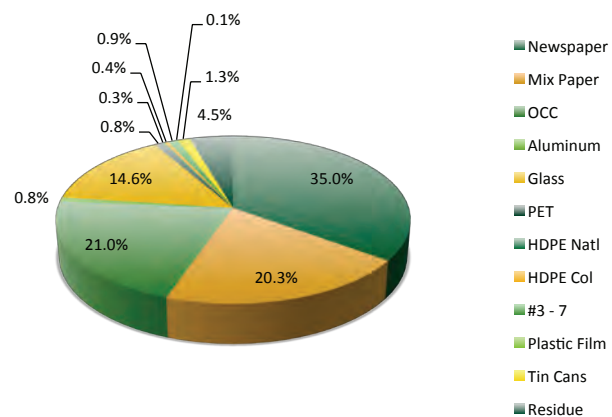
Miscellaneous Roll Off Waste Stream



RECYCLE COMPOSITION DATA

Newspaper	3,651
Mix Paper	2,115
OCC	2,185
Aluminum	83
Glass	1,518
PET	85
HDPE Natl	27
HDPE Col	46
#3 - 7	94
Plastic Film	10
Tin Cans	135
Residue	474
TOTAL	10,423

Recycle Composition Data



City of Kirkland / Average Market Prices 2011

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Newspaper 6	\$150.70	\$153.50	\$165.00	\$166.00	\$164.00	\$161.84	\$167.84	\$177.39	\$177.89	\$174.11	\$108.81	\$117.65
Mixed I (mixed paper)	\$132.00	\$136.00	\$143.00	\$143.00	\$144.00	\$150.34	\$160.84	\$171.89	\$171.89	\$169.71	\$86.31	\$90.65
Mixed II (cardboard)	\$179.20	\$178.00	\$190.00	\$184.00	\$178.00	\$182.34	\$193.84	\$201.89	\$199.89	\$199.71	\$135.91	\$147.65
Aluminum	\$1,420.00	\$1,580.07	\$1,600.72	\$1,706.20	\$1,676.00	\$1,639.23	\$1,605.00	\$1,512.00	\$1,407.50	\$1,273.16	\$1,240.00	\$1,254.00
Glass	\$(3.00)	\$(3.00)	\$(3.00)	\$(3.00)	\$(3.00)	\$(3.00)	\$(3.00)	\$(3.00)	\$(3.00)	\$(3.00)	\$(3.00)	\$(3.00)
PET	\$589.00	\$692.00	\$725.00	\$660.00	\$700.00	\$705.00	\$730.00	\$685.00	\$720.00	\$690.00	\$600.00	\$465.60
HDPE – Natural	\$580.00	\$620.00	\$650.00	\$662.00	\$662.00	\$675.00	\$625.00	\$650.00	\$650.00	\$650.00	\$640.00	\$582.40
HDPE – Colored	\$400.20	\$452.00	\$545.20	\$580.00	\$590.20	\$550.20	\$440.00	\$410.00	\$415.00	\$490.20	\$480.20	\$420.20
# 3 – 7 Plastic	\$300.00	\$358.20	\$370.40	\$345.00	\$386.00	\$386.40	\$386.40	\$375.00	\$320.00	\$310.00	\$294.00	\$255.00
Scrap Metal	\$187.53	\$240.00	\$260.00	\$260.00	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	\$250.00	\$215.00	\$215.00
Tin Cans	\$198.21	\$198.21	\$198.21	\$198.21	\$200.87	\$225.01	\$232.14	\$200.87	\$235.71	\$232.14	\$200.89	\$209.82

City of Kirkland / Disposal Site Tons 2011

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	TOTAL
SOLID WASTE													
Houghton Transfer Station	2,123	1,829	2,207	2,066	2,270	2,246	2,811	3,104	2,930	2,781	2,983	2,818	30,168
RECYCLING													
Cascade Recycling Center	743	621	738	641	712	643	967	1,056	1,034	1,010	1,125	1,133	10,423
YARD WASTE													
Cedar Grove	343	347	588	800	1,054	1,116	1,447	1,130	944	1,030	1,709	1,341	11,849

City of Kirkland / Electronic Scrap and Oil Collection 2011

	E-scrap lbs Collected	Used Motor Oil	Gallons Collected	Gallons Rejected	Gallons Recycled
January	2,260	January	50	0	50
February	2,511	February	23	0	23
March	2,596	March	50	0	50
April	1,968	April	41	0	41
May	2,380	May	39	5	34
June	2,868	June	41	4	37
July	4,962	July	56	8	48
August	7,200	August	75	15	60
September	3,824	September	52	4	48
October	3,361	October	63	6	57
November	1,846	November	48	3	45
December	1,878	December	25	1	24
TOTAL POUNDS	37,654	TOTAL	563	46	517

City of Kirkland / Vehicle Accidents and Infractions 2011

Month	Date	Description
January	5	WM driver backed into a van at a stop sign.
February	7	WM driver backed into overhang of building.
March	0	None to report
April	28	Container rolled into parked car.
May	0	None to report
June	6	WM driver sideswiped other vehicle.
July	4	WM driver caused damage to an enclosure while servicing container.
August	10	WM driver backed into other vehicle at traffic light.
	15	Driver struck carport while servicing container.
September	9	Car tried to pass on the left and struck WM truck when merging back into the right lane.
	20	WM truck spilled 5 gallons of hydraulic fluid.
October	Unknown	WM damaged gutter while servicing.
November	4	WM driver struck a parked Metro bus mirror while attempting to pass.
	10	Delivery driver was backing and struck a parked boat.
December	12	WM truck hit mailbox while servicing container.
	19	Bottle fell out of truck while emptying container. Landed on windshield of car parked behind truck, breaking windshield.

City of Kirkland / Truck Inventory List 2011

	Truck #	Manufacturer	Year	Type
Commercial MSW	208853	Freightliner	2006	FEL
	208172	Freightliner	2005	FEL
	206412	Freightliner	2002	FEL
Commercial Delivery	632123	Freightliner	2005	Delivery
Commercial Recycle	202232	Volvo	1993	FEL
	264663	Freightliner	2005	FEL
	200645	Volvo	1994	FEL
	152388	Freightliner	2007	Side Load
	506430	Volvo	1991	Side Load
Commercial Roll Off	406433	Volvo	2000	Roll Off
Residential MSW	102006	Freightliner	2003	Auto Reach
	263641	Freightliner	2001	Currado/FEL
	101939	Mack	2004	Side Load
	101946	Mack	2004	Side Load
	264370	Freightliner	2007	Currado/FEL
	264191	Freightliner	2005	Currado/FEL
	260164	FWD	1995	R/FEL
Residential Recycle	102007	Freightliner	2003	Auto Reach
	102011	Freightliner	2003	Auto Reach
	102115	Freightliner	2004	Auto Reach
	101858	Mack	2004	Side Load
	101947	Mack	2004	Side Load
	102752	Mack	2005	Side Load
Residential Yard Waste	260171	Volvo	1998	Currado/FEL
	260144	Volvo	1996	Currado/FEL
	102363	Mack	2005	Side Load
	102365	Mack	2005	Side Load
	261307	Volvo	1995	Currado/FEL
Residential Delivery	630760	Isuzu	1989	Delivery
	631007	Ford	1999	Delivery
	631743	Ford	2002	Delivery

City of Kirkland / Complaint Log 2011

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	12 month TOTAL
RESIDENTIAL CUSTOMERS													
CAD Complaint about Driver		2	5	1	1	11	9	10	6	4	4	6	59
CID (non MPU) repeat problem							3	1	2		1	1	8
DAM Damage						3	3	2	1	4	1	2	16
DCM Driver Compliment	1	1		2		1	7	5	1	1		5	24
LID Lids not Closed			2					1			1		4
MPC Misplaced Can					3	3	3	2	2		2	2	17
MPU Missed Pickup	59	46	27	21	25	50	274	184	110	48	60	87	991
NCM Non-Driver Compliment						3	1	1	1				6
CPL Complaint	8												8
NOC No communication between WM & Customer						1	4	1	2				8
RPC Repeat missed pickup – customer identified		3						22	16	5	3	6	55
SEQ Operating Vehicle Unsafely									1			1	2
SAF Safety Related Issue	2								1				3
TIS Trash in Street, around container				1	1	2	1	1			1	1	8
COMMERCIAL CUSTOMERS													
CAD Complaint about Driver			1	2	2			1	1	2		2	11
CID (non MPU) repeat problem				1	1						1		3
DAM Damage					2	1	2	4		1	1	1	12
DCM Driver Compliment									1				1
GLK Gates and/or Locks								2				2	4
LID Lids not Closed						2		1					3
MPC Misplaced Can					2	1		1	1	2	3		10
MPU Missed Pickup	9	11	9	8	27	16	37	16	19	13	8	15	188
CPL Complaint	1												1
RPC Repeat missed pickup – customer identified	1	2	1	1	2	2	2	3	2				16
TIS Trash in Street, around container								2					2

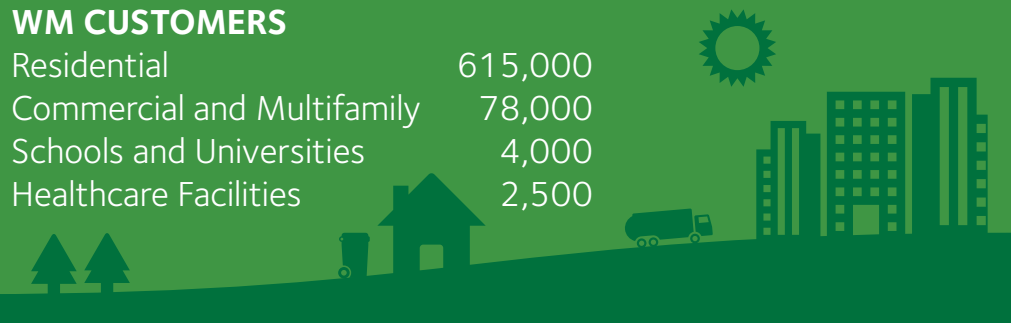
Please note that a complete list of Multifamily and Commercial Recycling sites for 2011 accompanies this Annual Report as Appendix A, disseminated in electronic format only due to the large volume of data. If you have any questions please contact Waste Management.

WASTE MANAGEMENT IN THE PACIFIC NORTHWEST

WM EMPLOYEES	2,300
WM OPERATIONS	55
Collection Districts	26
Transfer Stations	14
Recycling Centers	2
Construction & Demolition Recovery Facilities	4
Landfills	7
Renewable Energy Plants	2

WM CUSTOMERS

Residential	615,000
Commercial and Multifamily	78,000
Schools and Universities	4,000
Healthcare Facilities	2,500



**ZERO
Waste
Solutions**

**Hands-on
Recycling
Education for
Communities**

**Healthcare
Solutions**

**eCycling
Made Easy**

**Recycling
& Waste
Collection**

**Waste Audits
for Businesses**

**Renewable
Energy**

**Think
Green**

From Home for
Safe Disposal of
CFLs & medical
needles

**Food &
Yard Waste
Collection for
Composting**

**Green Squad
Consulting for
Businesses**

**Hazardous and
Special Waste
Management**

**Landfill
Management**

**Green
Building
Services**

**Solar
Compactors**

LampTracker recycling for fluorescent bulbs, dry cell batteries and lighting ballasts